

The Not-for-Profit Health Check

Running a not-for-profit or even a group within one is hard. There are many interlinked moving parts that all need constant review and consideration just to keep it running smoothly. And that's before you come to doing anything new or innovative.

These questions will provide you with an insight in to how well your organisation is running, covering the areas of:



People



Processes



Programmes



Performance

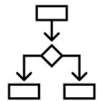
If you answer 'no' to any of the questions, we can help. We'll work with you to identify the underlying issues and develop a roadmap to change.



People

- 1 It costs around £3,000 to replace a staff member, including everything from staff time to prepare adverts, reviewing CVs, administration for starting, etc. There is also the lost productivity due to the vacancy, and the lost productivity during induction while other staff support their learning. Is your staff turnover below your industry average?
- 2 Is your staff turnover at a level you would like?
- 3 Absence can be an indicator of stress in the workplace, with a variety of drivers, or low engagement of staff. Is your staff absence at an acceptable level?
- 4 Up to 90% of staff leave the manager or a toxic environment, and not the job. Do you have exit interviews with staff to openly explore reasons for leaving and inform change?
- 5 It's easy to think it's all about the job description. But staff also have to fit the team and know the business strategy if they are to succeed. Can your staff explain your strategy to you?
- 6 Staff who are trusted to get on with their work, with ongoing training and development plans, are more likely to stay engaged and perform well. Do you have learning and development plans for your staff?
- 7 Do staff have autonomy in their roles?
- 8 Do you have regular staff surveys to check engagement levels?
- 9 Do you promote a healthy work-life balance that gives flexibility especially for families?
- 10 Staff are capable of so much more than the job they are hired for, providing an untapped wealth of skills and experience. Do you know what else your staff are capable of?

- 11 Have you reviewed your responsibilities in health and safety, contractual employment, and employee policies in the last year?
- 12 Do you know the hourly cost to employ (which includes all employer taxes, etc) of each staff member?
- 13 Do you monitor the hourly cost of meetings?
- 14 Do your senior leaders model the behaviour that you want the staff to copy?



Processes

- 15 Have you reviewed your organisation-wide processes in the past two years?
- 16 As a senior leader, can you articulate the overall business process?
- 17 Do you have a simple process for staff to make recommendations for changes?
- 18 Do you have an incentive scheme for staff to propose changes?
- 19 Have you created an environment in which teams solve problems themselves?
- 20 Do teams have autonomy to adjust their processes?
- 21 Duplication of effort is a waste of time, for instance re-entering data. Do your staff only enter data once?
- 22 Do you encourage cross-team engagement for new product / service lines?
- 23 Do you encourage cross-team engagement for major customers?

- 24 Inventory can be marketing materials in a warehouse, or staff waiting for the phone to ring. Do you consider the cost of inventory on your cash flow?
- 25 Do you consider seasonality of demand for programmes and interest for donations?
- 26 Are you aware of your responsibilities under GDPR?
- 27 Reviewing how processes are working is crucial. Are you regularly asking yourself if you're doing things well (known as single-loop learning)?
- 28 Checking if you're using the right processes is a different question. Are you regularly asking yourself if you're doing the right things (known as double loop learning)?



Products and / or services

- 29 Are you clear on what need each of your programmes meets?
- 30 Have you categorised your programmes on the scale between bespoke and mass market to help you think about how you work?
- 31 Often programmes are seen as bespoke, but there are common threads that can be found. Do you have the same high-level processes for each programme?
- 32 Do you have separate detailed processes for each programme that you provide?
- 33 Does your website truly showcase your organisation and its programmes to the required audience – to those who participate in the programmes and those who help to fund them?



Performance

- 34 Do you have clear definition of a successful year?
- 35 Do your staff share that same definition of a successful year?
- 36 Do you measure non-financial performance?
- 37 Do your performance indicators drive the behaviours that you want?
- 38 Do your performance indicators all drive to the same goal?
- 39 Have you reviewed your financial model in the last two years?
- 40 Is your income increasing?
- 41 Inefficiency has a cost. It may be hidden as staff time, but it affects your programme costs and your income. Are you reducing programme costs through greater efficiencies?
- 42 Do you know how to replicate your highest income or most productive year?
- 43 Have you measured changes in productivity per person (whether in programmes, fundraising, or marketing) within the last two years?